

The Director of Central Intelligence

Washington, D. C. 20505

Chrono

19 March 1984

The Honorable Edward P. Boland  
Chairman, Permanent Select Committee  
on Intelligence  
U.S. House of Representatives  
Washington, D. C. 20515

Dear Mr. *EB* Chairman:

I thought that you and your Committee would be interested in an exercise we are having at CIA to get every corner of the organization involved in a reexamination of what we are, what we do and how we can do it better. I started with a talk in the Auditorium reviewing what we have done with the increased resources and new challenges we have had. To handle the greatly increased flow of information and additional challenges coming in the years immediately ahead, I asked for a searching reexamination of how we can get more out of the capabilities and resources we can expect to have.

The usual way of approaching this kind of an exercise is to organize a dozen task forces and have them labor for six months to a year to produce a report of some hundreds of pages. I wanted something which would get everyone involved and draw suggestions and reactions quickly. So I prepared a package consisting of a two-page draft of goals, principles and standards for CIA, similar statements used by star corporate performers described in the bestseller In Search of Excellence, as well as some extracts from that book.

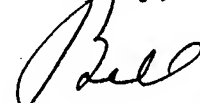
I asked that everyone in the organization be involved in small meetings to improve my draft and generate ideas and suggestions over the following three weeks. I received a stack of responses almost three feet high. They reflected a combination of pride and concern about erosion of benefits and capabilities and about a long-term growth of layering and bureaucratic impediments to initiative and action, together with many thoughtful suggestions on how the effectiveness and dynamism of the organization could be further improved.

I read through the final submissions, made ten pages of notes on them and sent copies of those notes to some 650 people who had prepared the submissions from meetings in which many thousands of people were involved. A task force of five persons worked for a week to select recommendations which would be implemented quickly and approve a CIA credo.

I attach a copy of that credo, a draft of my remarks reporting on the results of this exercise, and a draft of the remarks I made in initiating it.

I think this will give you a unique insight into the kind of people and organization we have here.

Sincerely,



William J. Casey

Attachments a/s

The Director of Central Intelligence

Washington, D. C. 20505

19 March 1984

The Honorable Barry Goldwater  
Chairman, Select Committee  
on Intelligence  
United States Senate  
Washington, D. C. 20510

Dear Barry:

I thought that you and your Committee would be interested in an exercise we are having at CIA to get every corner of the organization involved in a reexamination of what we are, what we do and how we can do it better. I started with a talk in the Auditorium reviewing what we have done with the increased resources and new challenges we have had. To handle the greatly increased flow of information and additional challenges coming in the years immediately ahead, I asked for a searching reexamination of how we can get more out of the capabilities and resources we can expect to have.

The usual way of approaching this kind of an exercise is to organize a dozen task forces and have them labor for six months to a year to produce a report of some hundreds of pages. I wanted something which would get everyone involved and draw suggestions and reactions quickly. So I prepared a package consisting of a two-page draft of goals, principles and standards for CIA, similar statements used by star corporate performers described in the bestseller In Search of Excellence, as well as some extracts from that book.

I asked that everyone in the organization be involved in small meetings to improve my draft and generate ideas and suggestions over the following three weeks. I received a stack of responses almost three feet high. They reflected a combination of pride and concern about erosion of benefits and capabilities and about a long-term growth of layering and bureaucratic impediments to initiative and action, together with many thoughtful suggestions on how the effectiveness and dynamism of the organization could be further improved.

I read through the final submissions, made ten pages of notes on them and sent copies of those notes to some 650 people who had prepared the submissions from meetings in which many thousands of people were involved. A task force of five persons worked for a week to select recommendations which would be implemented quickly and approve a CIA credo.

I attach a copy of that credo, a draft of my remarks reporting on the results of this exercise, and a draft of the remarks I made in initiating it.

I think this will give you a unique insight into the kind of people and organization we have here.

Sincerely,



William J. Casey

Attachments a/s